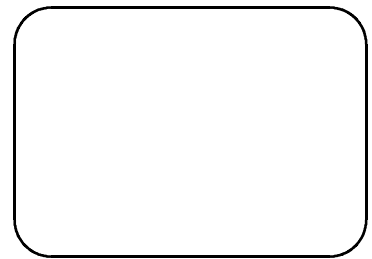


STRATEGIC PLAN

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USDA, APHIS, VS



ACKNOWLEDGEMENTS

This plan was developed by a cross-VS team with assistance by APHIS, Policy and Program Development.

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Strategic Principles

Introduction

In February 1999, VS¹ issued a Strategic Plan to guide planning and budgeting in VS over a period of years. The intention was to examine the plan annually, make revisions as needed, and establish targets for outyears. This document represents the first annual update of the VS Strategic Plan.

The world around VS continues to experience rapid change. In 1999 alone, the implementation of an Accelerated Pseudorabies Eradication Program, severe flooding in North Carolina, the appearance of the West Nile virus in New York, and a White House initiative on nonindigenous invasive species, had direct impacts on VS objectives. Other developments in the external environment continue to be examined in light of a set of future scenarios. Key milestones during the past year for each of the scenarios are provided in Appendix B.

During its recent “futuring” process, VS developed a set of strategic principles to guide the organization. The futuring process emphasized that, due to the changing external environment, the way in which VS “does business” will itself be a strong determinant of how successful VS will be in reaching its programmatic goals. Adhering to its strategic principles will establish VS as an organization well positioned for the future. VS’ strategic principles are:

- **Collective Work Force** - Recognize that VS personnel are only part of a core animal health staff in the U.S. Personnel from other agencies, state counterparts, veterinarians (public, private, and industry), and other industry personnel are also a part of this core staff. VS needs to build solid partnerships with each member.
- **Comprehensive Animal Health Approach** - Recognize a spectrum of animal health needs from endemic disease situations to epizootic diseases to program diseases to emerging disease situations. Opportunities for VS exist in management of emerging issues and in the largely, untapped epizootics areas, domestic and international.
- **Public Service** - Utilize VS’ animal production expertise and resources (field force, laboratories) to address veterinary public health and environmental issues.

¹ The following acronyms are used throughout this plan: APHIS (Animal and Plant Health Inspection Service), USDA (United States Department of Agriculture), VS (Veterinary Services), NVSL (National Veterinary Services Laboratory), CEAH (Centers for Epidemiology and Animal Health), CVB (Center for Veterinary Biologics), VSMT (Veterinary Services Management Team).

Organization

- **Animal Kingdom** - Recognize that VS has a responsibility to serve all animals because of their potential effects on animal and public health and food safety.
- **Technology for Today and Tomorrow** - Maintain worldwide leadership in applying technology to animal health issues.
- **Right Data at the Right Time** - Develop a comprehensive approach to animal health monitoring and surveillance which can address needs in trade support, regionalization, quality assurance, emerging animal health issue identification, etc.
- **Flexibility** - Demonstrate greater flexibility in the VS management culture, leadership style, and in the development of new initiatives.
- **Visibility** - Take advantage of specific expertise in the area of public affairs to increase VS visibility.
- **New Funding Approaches** - Broaden VS' funding base by exploring new, nonappropriated sources.

Like the original strategic plan, this document emphasizes program goals and objectives. Several objectives have been added and others have been modified from the February 1999 plan.

The wide array of VS objectives are organized under four major goals. Table 1 provides a complete list of all of VS' key objectives. Figure 1 displays these objectives according to their developmental stage. Objectives which are well established are separated in figure 1 from those, such as Brucellosis, which are changing their focus and those, such as Production Process Auditing/Certification, which are under development. VS' various offices and organizational levels are involved in these goals and objectives to differing degrees.

This plan has three sections.

- The first section contains VS' programmatic goals and objectives. These goals and objectives are linked to the measures, baselines and targets found in Appendix A.
- The second section outlines VS special initiatives.
- The third section discusses how this Strategic Plan links with the Civil Rights/Equal Employment Opportunity Strategic Plan and the VS Workforce Plan.

Section I - Goals and Objectives

Mission

VS protects and improves the health, quality, and marketability of our nation's animals, animal products, and veterinary biologics by:

- preventing, controlling, and/or eliminating animal diseases, and
- monitoring and promoting animal health and productivity.

Vision

Together with its customers and stakeholders, VS employs innovative methods to achieve ever higher standards of animal health.

Goals

VS' four goals are aligned with APHIS' goals and with the needs of VS' stakeholders. Achievement of these goals requires broad interaction of all VS program, staff and scientific units.

Goal 1. Safeguard the U.S. from the occurrence of adverse animal health events. (*Adverse animal health events can result from the real or perceived impacts of diseases, pests, vectors, or toxins on productivity, trade, or public health.*)

Goal 2. Monitor the health and productivity of U.S. animal populations and monitor the health-related attributes of animal products and veterinary biologics.

Goal 3. Enhance the health status of U.S. animal populations by anticipating and responding to new or emerging threats and by managing, controlling, or eradicating those already identified.

Goal 4. Expand the domestic and international marketability of U.S. animals, animal products, and veterinary biologics.

Objectives

For each of these goals, VS has identified a number of objectives for the next three years. Table 1 summarizes these goals and objectives in a single matrix.

Each objective links to a set of performance measures. With each objective is a brief description and the corresponding FY 2003 performance expectation. Detailed annual performance measures and targets for FY 2001, FY 2002, and FY 2003 are listed in Appendix A. In addition to working toward the objectives outlined in this plan, the VSMT encourages national, regional, and area offices and specialized units to explore new areas of activity.

Goal 1 - Safeguard the U.S. from the occurrence of adverse animal health events

Safeguarding the U.S. from adverse animal health events has always been a key element of VS' mission. Changing transportation patterns and increasing global trade and travel continue to challenge VS' ability to carry out this safeguarding role. VS is highly dependent upon other APHIS units, International Services and, especially, Plant Protection and Quarantine, to carry out safeguarding activities. In partnering with these units, VS must clearly communicate the levels of risk associated with actual and potential pathways along which foreign animal diseases and pests may be introduced.

1.1. Import Activities: Safeguard the United States from adverse animal health events related to the importation of animals, animal products or veterinary biologics.

- ✓ **animals and animal products** - *No foreign animal disease outbreaks will be associated with imported animals or animal products from FY 2001 through FY 2003. By FY 2003, a process will be pilot tested which will verify that importers of restricted animal products are in compliance with the conditions specified on their import permit.*
- ✓ **biologics** - *Throughout FY 2001 to FY 2003, no foreign animal disease introductions will be associated with imported veterinary biologics despite a 10 percent increase in the number of doses of veterinary biological products imported.*
- ✓ **laboratory testing** - *By FY 2002, 100 percent of tests conducted at NVSL to exclude animal disease will be conducted using written protocols that meet or exceed OIE standards. This level will be sustained in FY 2003.*
- ✓ **global animal health intelligence** - *Global animal health events will be monitored and, by FY 2003, 95% of the impact assessments prepared for global animal health events will be issued within 5 working days of first notification.*
- ✓ **risk assessment** - *By FY 2003, 70 percent of completed risk assessments will include all of the WTO-SPS Agreement elements.*

1.2. Nonindigenous Invasive Species: Prevent the introduction and establishment of foreign species capable of harming domestic livestock, poultry, wildlife, and aquacultural products. This includes foreign species that may cause ecological and financial damage by serving as vectors of disease agents, crowding out native forage, and destroying fisheries. Regulations designed to prevent the introduction and establishment of known and potential vectors of heartwater and

other vector-borne diseases from the importation of all species of reptiles will be implemented by FY 2003.

1.3 Cattle Ticks: Prevent the establishment of cattle fever ticks and their associated diseases. Throughout FY 2001 to FY 2003, 100 percent of the cattle fever tick outbreaks occurring outside the quarantine zone will be eliminated in less than 12 months.

1.4 Emergency Management: Prepare for potential incursions of high risk diseases. During FY 2001 to FY 2003, APHIS will develop response plans for all List A and other high risk diseases. An emergency management educational curriculum will be developed during FY 2000. By FY 2003, 65 percent of Area Veterinarians (or designees) and State Veterinarians (or designees) will have completed this educational curriculum.

Goal 2 - Monitor the health and productivity of U.S. animal populations and monitor the health-related attributes of animal products and biologics

Information regarding the health status, productivity and health-related attributes of U.S. animal populations, animal products, and biologics is at a premium. Consumers are demanding increased information about the products they purchase. International agreements require scientific data to verify disease status claims. Development of national animal identification systems, common standards for a national reporting system, and an ability to detect emerging animal health issues are required to maintain public confidence and international trade. Funding limitations demand that VS ensure that each of its surveillance and monitoring programs provide maximum value in meeting these increasing information demands.

2.1. Biologics: Perform post-marketing monitoring of veterinary biological products to more accurately reflect the safety and efficacy of veterinary biologics used in the field. A baseline adverse event reporting rate will be re-established by FY 2003 as a mandatory adverse events reporting system is put in place for the regulated industry. The ratio of the adverse events reported to the number of doses released will approach 1:855,555 by FY 2003.

2.2. Diagnostics: Provide laboratory diagnostic services, products, and training to support animal disease surveillance. During FY 2001 to FY 2003, at least 1 of the disease surveillance surveys conducted each year (such as bluetongue and Salmonella serotyping) will show an increase in quality as measured by increased accuracy, decreased turnaround time, or decreased cost.

2.3. Emerging Animal Health Issue Detection: Rapidly detect the presence of an emerging animal health issue. Establish a central process for gathering, reviewing, and evaluating data on emerging animal health issues. By FY 2003, recommendations of the Swine Futures Team regarding new emerging issue detection processes (such as practitioner and laboratory-based reporting systems) will be pilot tested in six states.

2.4. Emergency Management System: Rapidly detect the presence of foreign animal diseases, pests or other threats to U.S. animal populations or animal products including those related to bioterrorism. By FY 2003, 80 percent of States and Territories will have met the surveillance standard as set in the document entitled, "Standards for State Animal Health Emergency Management Systems - DRAFT - August 1999".

2.5. Monitoring and Surveillance Initiative: Develop a comprehensive and coordinated approach to animal health monitoring and surveillance. This approach will provide information needed for emerging disease issues, trade risk assessment, regionalization, and control and certification programs. VS will implement a model surveillance system for swine diseases and also develop models for use for other commodities by FY 2003.

2.6. National Animal Health Monitoring System: Determine the health and productivity of U.S. animal populations. During FY 2001 to 2003, VS will conduct annual national surveys and disseminate survey results widely for use by decisionmakers at all levels. By FY 2003, at least 80 percent of customers surveyed will indicate a high level of confidence in NAHMS credibility and that they are satisfied/highly satisfied with the service and products NAHMS provides.

2.7. National Animal Identification System: In partnership with industry and State governments, develop a reliable and cost-effective system of animal identification for use in the United States. The system will be developed by FY 2001 and fully implemented by FY 2003. By FY 2003, 95 percent or more of the beef, dairy, and captive exotics/wildlife animals, at time of slaughter, will be identifiable back to the farm of origin, while 80 percent of the test eligible swine and 95 percent of other swine will also be identifiable back to the farm of origin. Seventy-five percent of the test eligible sheep and goats will also be identifiable back to the farm of origin. Over 95 percent of beef, dairy, swine, equine, and captive exotic/wildlife breeding animals in commerce will be officially identified by FY 2003.

2.8. Surveillance: Carryout a range of surveillance methods which provide information related to control and eradication programs and to the prevalence of specific diseases in U.S. animal populations.

- ✓ **brucellosis** - *Enhanced surveillance will be critical for a minimum of 5 years after the U.S. is declared free of brucellosis. Continued surveillance after the 5 year period may be required to address concerns arising from swine and wildlife. Throughout FY 2001 to FY 2003, 95 percent of eligible animals will be sampled at slaughter annually and new quality control measures will allow 90 percent of MCI traces to be successfully completed.*
- ✓ **bovine tuberculosis** - *Surveillance will be increased to reach the level needed to detect bovine tuberculosis in any population of livestock. During FY 2001 to FY 2003, a total of 9000 animals with lesions will be sampled on farm and at slaughter.*
- ✓ **pseudorabies** - *By FY 2003, 20 percent of sows and boars will be sampled at slaughter.*
- ✓ **scrapie** - *During FY 2001 through FY 2003, 73,000 sheep will be sampled.*
- ✓ **BSE** - *By FY 2003, 1500 adult/downer animal brains will be examined annually, more than double the number examined in FY 1998. OIE surveillance goals will be fully implemented by region in the U.S. by FY 2002.*
- ✓ **classical swine fever** - *In FY 2000, a plan will be put in place to collect serological samples from feral swine, cull sows, and cull boars. By FY 2003, submission rates will be 150,000 samples per year and 150 high risk herds will have been identified and monitored. Samples from commercially slaughtered swine in Puerto Rico and commercially slaughtered feral swine in Texas will be tested for classical swine fever antibodies.*
- ✓ **swine health protection** - *Increase the level of understanding of the food waste industry of the need to prevent the introduction and dissemination of foreign animal diseases; enhance surveillance nationwide to ensure full compliance with applicable federal and state laws. Throughout FY 2001 to FY 2003, 98 percent of licensed premises will remain in compliance.*
- ✓ **chronic wasting disease** - *By FY 2002, 100 percent of the states with potential presence of CWD will be participating in a national surveillance program and this level will be maintained in FY 2003.*
- ✓ **Johne's** - *A surveillance system for Johne's will be developed and implemented. By FY 2003, 300 animals will be sampled.*

Eradication Programs

Goal 3 - Enhance the health status of U.S. animal populations by anticipating and responding to new or emerging threats and by managing, controlling, or eradicating those already identified

After many years of work, several major disease programs will move from an eradication phase into an intensive monitoring and surveillance phase to win international recognition of the U.S. disease-free status. At the same time, other disease programs will be modified as the focus shifts from domestic stock to potential disease reservoirs in wildlife populations.

VS emergency “response” on both a national and an area level will be exercised by test exercises of disease outbreaks and by participation in disaster response efforts. Both will offer opportunities to evaluate response strategies, infrastructure, communications, and partnerships. Over the next several years, VS and its partners will work together on a more systematic approach to emerging animal health events in order to prevent a recurrence of the lack of early action which is thought to have lead to the dispersion of PRRS throughout the swine population.

3.1. Emergency Management System: Respond effectively to adverse animal health events and help affected industries and producers recover from their effects. Forty-two States and Territories will meet the state standards for emergency management by FY 2003. During FY 2001 to FY 2003, the rating given for APHIS-VS preparedness by respondents to a customer survey administered by USAHA will increase from 2.1 to 4.0 on a five point scale. During FY 2001 to FY 2003, APHIS will develop and implement a plan describing animal health emergency management services it can provide to OIE member countries.

3.2. Brucellosis: Build on the eradication of brucellosis from U.S. domestic cattle and captive bison and cervids with the eradication of brucellosis from domestic swine by 2004 and bison in the Greater Yellowstone Area by 2010, prevent the transmission of brucellosis from other species to domestic livestock, and make progress toward the eradication of brucellosis in other species (goats, feral swine, caribou/reindeer).

- ✓ **cattle/bison** - *By FY 2003, 53 States and Territories will be class free and no herds will be newly infected. Cattle brucellosis activities will transition to surveillance and VS will treat brucellosis in cattle as an emergency and will develop and exercise a national response plan before FY 2003.*

Control/ Management Programs

- ✓ **swine** - *By FY 2003, 51 States and Territories will be class free and no more than 2 herds will be newly infected.*
- ✓ **captive cervids** - *During FY 2001 to FY 2003, no herds will be newly infected.*

3.3. Pseudorabies: Eradicate pseudorabies from the U.S. domestic swine population, prevent the transmission of pseudorabies from feral swine to domestic swine, and make progress toward the eradication of pseudorabies in feral swine. By FY 2003, 49 states will be in Stage V and there will be no more than 10 affected herds, down from over 2,100 in FY 1999.

3.4. Tuberculosis: Eradicate tuberculosis from cattle, bison, goats, and captive cervids and prevent the transmission of tuberculosis from other livestock and wildlife. Fifty-one States and Territories will be accredited-free by FY 2001 and retain their status through FY 2002 and FY 2003. One State will remain in split-status throughout FY 2001 to FY 2003. Forty-six States will have been free of tuberculosis for 5 or more years by FY 2003.

3.5. Biologics: Protect animal health by ensuring the purity, safety, potency, and efficacy of veterinary biological products available to the marketplace. Purity, safety, potency, and efficacy will be tracked using a Biologics Quality Index (ratio of compliance assessment indicators and key numerical program responsiveness indicators). This index will increase from 0.5 in FY 1999 to 0.56 in FY 2003.

3.6. Diagnostics: Improve laboratory support to disease investigation efforts and control/eradication programs. During FY 2001 through FY 2003, peer-reviewed testing programs will show improvement.

3.7. Equine Programs: Work with the equine industry to enhance equine health in the U.S.

- ✓ **EIA** - *Work with state officials to expand disease status from control to eradication. Increase the percentage of positive horses under state approved management plans from 80 to 95 percent by FY 2003.*
- ✓ **Slaughter horse transport regulations/enforcement** - *Improve transport conditions so that, by FY 2002, 100 percent of targeted horses (based on random samples in designated states) are transported humanely; maintain these conditions in FY 2003.*

3.8. Poultry Initiatives: Respond effectively to poultry industry requests to enhance poultry health in the United States. (see also 4.2 Production Process Auditing and Certification)

- ✓ **avian influenza** - *At the industry's request, develop a program to reduce the incidence of low pathogenic avian influenza infections in the live bird marketing system. A Best Control Practices guideline will be drafted and implemented in FY 2000. Appropriate reduction goals for FY 2002 and 2003 will be set using surveillance data to be collected in FY 2000.*
- ✓ **NPIP** - *Reduce cases of Mycoplasma gallisepticum in turkey breeding flocks by 5 percent in FY 2001 and 10 percent in each of FY 2002 and FY 2003. Increase the participation of meat-type chicken breeding flocks to 50 percent for the Salmonella enteritidis clean program and 15 percent for the new Avian influenza clean classification by FY 2003. Have no more than 3 cases of Salmonella pullorum each year throughout FY 2001 to FY 2003.*

3.9. Scrapie: Control and ultimately eradicate scrapie from the U. S. All known infected and source flocks will be on flock plans or under quarantine by FY 2002 and a total of 70 infected or source flocks will be removed from the infected or source list during FY 2001 to FY 2003.

3.10. Wildlife Initiatives: Address disease issues in wildlife populations to protect the health status of domestic livestock. By FY 2003, 7 agreements will be established with state or federal agencies dealing with wildlife to prevent the transmission of disease to livestock.

3.11. Johne's: Control and ultimately eradicate Johne's from the U.S. By 2003, 3,000 herds will be participating in a certification program and 550 herds will be advancing in the program.

Goal 4 - Expand the domestic and international marketability of U.S. animals, animal products, and biologics

The rapid development of e-commerce is a challenge to VS' ability to assist U.S. animal industries in marketing efforts. Over the next few years, VS will need to align its efforts in international negotiations and harmonization with up-to-date ways of doing business in an age in which business is conducted electronically. VS will also need to assure trading partners that accredited veterinarians can effectively carry out their responsibilities.

4.1. Biologics: Actively participate in the international harmonization of regulatory standards for veterinary biologic products. Publish two

harmonized regulations, standards, guidelines or agreements by FY 2003.

4.2. Disease Status Certification: Provide disease-status certification programs to verify freedom of livestock, poultry, fish, and marine species from diseases of domestic and international trade and marketing concern.

- ✓ **aquaculture** - *By FY 2003, increase from 6 to 12 the number of States establishing voluntary programs where APHIS endorses aquatic animal health certificates for international exportation.*
- ✓ **sheep** - *Certify 170 flocks free of scrapie by FY 2003.*

4.3. Production Process Auditing and Certification²: Provide production process auditing and certification at the farm level to improve the quality and safety of animal-derived food products. APHIS will partner with FSIS to link on-farm and in-plant HACCP efforts to improve both quality and safety attributes.

- ✓ **auditing service delivery** - *Develop and market the service of standardizing and auditing production systems and export facilities. By FY 2003, auditing pilots will be running in 8 VS field offices.*
- ✓ **egg quality assurance** - *Audit United Egg Producers quality assurance activities to reduce the incidence of Salmonella enteritidis in table eggs. Audits will reach 80 in FY 2002; due to anticipated changes in FDA egg safety regulations for FY 2003, the program will likely be terminated after FY 2002.*
- ✓ **trichinae** - *Implement a national on-farm trichinae certification program. By FY 2003, the certification program will be running in all 50 states.*
- ✓ **toxoplasma** - *Implement a national on-farm toxoplasma certification program. During FY 2001 through FY 2003, certification pilots will be implemented in 2 major slaughter plants and 3 key states.*

4.4. Diagnostics. Approve laboratories to test animals for movement or participation in certification programs. The number of approved laboratories/tests will increase by 5 percent each year from FY 2001 to FY 2003.

² "Certification" here refers to a process whereby a herd is conferred a status based upon the implementation of a series of cooperatively developed standards that, when implemented, produce a product of known quality. Herds obtaining certification will have implemented the same set of standards and been uniformly evaluated. "Auditing" refers to a process that transmits information within a buyer-supplier relationship. The buyer defines production specifications for suppliers, suppliers declare to have met those specifications in their production system, and a third party audits the suppliers to ensure that specifications have been met. Auditing standards are set through buyer and supplier negotiations and must have characteristics that can be independently verified; unlike certification, no uniform national standards need be established.

4.5. Export Program. Further the export of U.S. animals, animal products, and veterinary biologics and promote timely and efficient health certification processes for U.S. exports. Partner with the private sector to develop a process for proactively identifying markets for U.S. animal industries. Between FY 2001 and 2003, 46 new or modified export protocols will facilitate U.S. access to new markets. Fifty-three export markets will receive aquaculture products by FY 2003 and during FY 2001 through FY 2003, no shipments of certified aquaculture exports will be returned due to specific tested disease occurrences. By FY 2003, 9 additional states will be using electronic certifications for poultry exported to Canada and 4 states will be using electronic certification for animal products exported to Mexico.

4.6. Veterinary Accreditation. Increase the level of effectiveness of accredited veterinarians in performing accreditation activities. Program changes recommended during a review conducted in FY 1998/FY 1999 will be implemented by FY 2003 through rulemaking.

Section II - VS Special Initiative

Science and Technology Infrastructure: Complete the planned infrastructure improvements at NVSL (both in Ames and at Plum Island) and CVB. NVSL/CVB facilities in Ames were constructed in the late 1970s. Today, the facilities have reached the end of their design and structural lifespan. OIE and ISO 9000 standards require more up-to-date facilities. While investments have been made for repair and maintenance, virtually every critical system - ventilation, electrical, sewage treatment, biocontainment, incineration, and heating and cooling - is antiquated.

Section III - Integration of Strategic Plan and Civil Rights/EEO and Workforce Planning Efforts

In 1999, VS prepared a Civil Rights Strategic Plan and an interim workforce plan. Both of these initiatives intertwine with VS' programmatic strategic planning efforts.

Key objectives identified for VS in the VS Civil Rights Strategic Plan are listed below. The newly formed National Civil Rights Leadership Committee will monitor VS progress on these objectives.

- ✓ Manage its work force through good human resource management practices (*e.g., hiring, promotions, career development, awards recognition, performance management, employee utilization, and conflict management*).
- ✓ Reach out to under-represented and under-served customers who may require our services, or to institutions that serve under-represented groups or under-served communities that may be able to assist VS with program delivery.
- ✓ Comply with the Department's environmental justice* goals in carrying out its programs.
- ✓ Involve small, disadvantaged, or other preference category businesses, in delivering program services.

Examples of how the Civil Rights strategic objectives can be better tied to VS programmatic objectives include:

- ❖ Form more partnerships with colleges and universities that have large enrollments of minorities and women and increase funding for grants and cooperative agreements with these institutions accordingly.
- ❖ Properly dispose of pesticides or acaricides used in the Cattle Tick Program (or other animal health programs requiring their use) to ensure that they do not cause harm to the environment or to any member of society.
- ❖ Provide opportunities for minority and low-income populations to participate in planning, analysis, rulemaking, and decisions that affect their health, environment, or economic status, including identification of program needs and program design.
- ❖ Identify, prevent, and/or mitigate, to the greatest extent practical, disproportionately high and adverse human health or environmental effects of an emergency response to an animal disease threat on minority and low-income populations.
- ❖ Where feasible, procure goods and services from minority and women-owned businesses to support program needs.

** Note: Environmental justice is identifying and addressing disproportionately high and adverse human health and environmental effects of programs, policies, and activities on minority populations and low-income populations.*

Table 1. Matrix of Four Major VS Goals with Program Objectives or Initiatives

Goals	1. Safeguard the U.S. from the occurrence of adverse animal health events	2. Monitor the health and productivity of U.S. populations and monitor the health-related attributes of animal products and veterinary biologics	3. Enhance the health status of U.S. animal populations by anticipating and responding to new or emerging threats and managing, controlling, or eradicating those already identified	4. Expand the domestic and international marketability of U.S. animals, animal products, and veterinary biologics
Objectives	1.1 Import Activities ✓ animals/animal products ✓ biologics ✓ laboratory testing ✓ global animal health intelligence ✓ risk assessment	2.1 Biologics 2.2 Diagnostics 2.3 Emerging Animal Health Issue Detection 2.4 Emergency Management System 2.5 Monitoring and Surveillance Initiative	3.1 Emergency Management System <i>Eradication Programs</i> 3.2 Brucellosis ✓ cattle/bison ✓ swine ✓ captive cervids	4.1 Biologics 4.2 Disease Status Certification ✓ aquaculture ✓ sheep
	1.2 Nonindigenous Invasive Species	2.6 National Animal Health Monitoring System	3.3 Pseudorabies	4.3 Production Process Auditing and Certification
	1.3 Cattle Ticks	2.7 National Animal Identification System	3.4 Tuberculosis	✓ auditing service delivery ✓ egg quality assurance ✓ trichinae ✓ toxoplasma
	1.4 Emergency Management System	2.8 Surveillance ✓ brucellosis ✓ bovine tuberculosis ✓ pseudorabies ✓ scrapie ✓ BSE ✓ CSF ✓ swine health protection ✓ chronic wasting disease ✓ John's	<i>Control/Management Programs</i> 3.5 Biologics 3.6 Diagnostics 3.7 Equine Programs ✓ EIA ✓ Slaughter horse transport 3.8 Poultry Initiatives ✓ avian influenza ✓ NPIP 3.9 Scrapie 3.10 Wildlife Initiatives 3.11 John's	4.4 Diagnostics 4.5 Export Program 4.6 Veterinary Accreditation
	Science and technology infrastructure improvements			

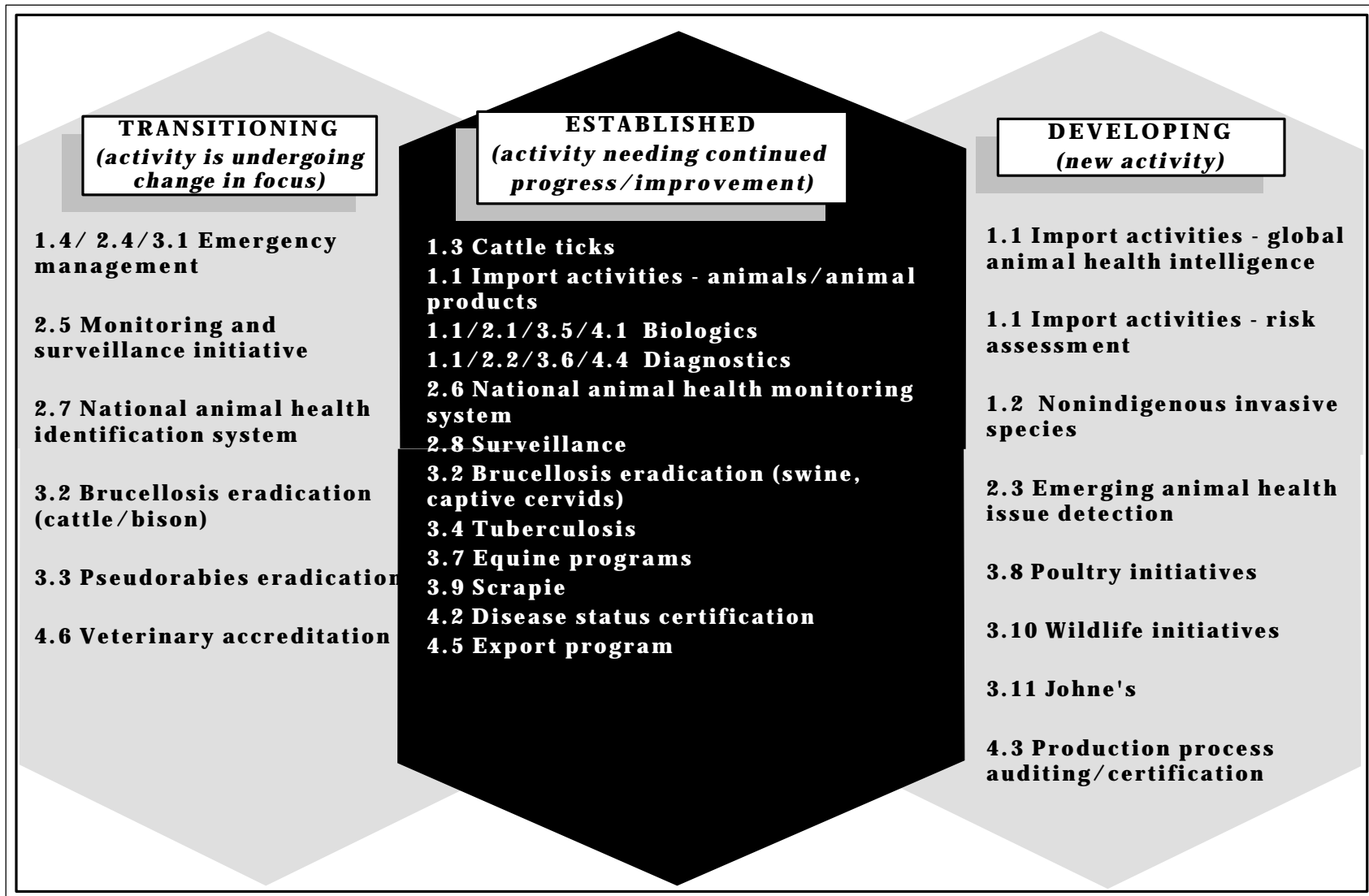


Figure 1: Developmental Stage for Each VS Objective